

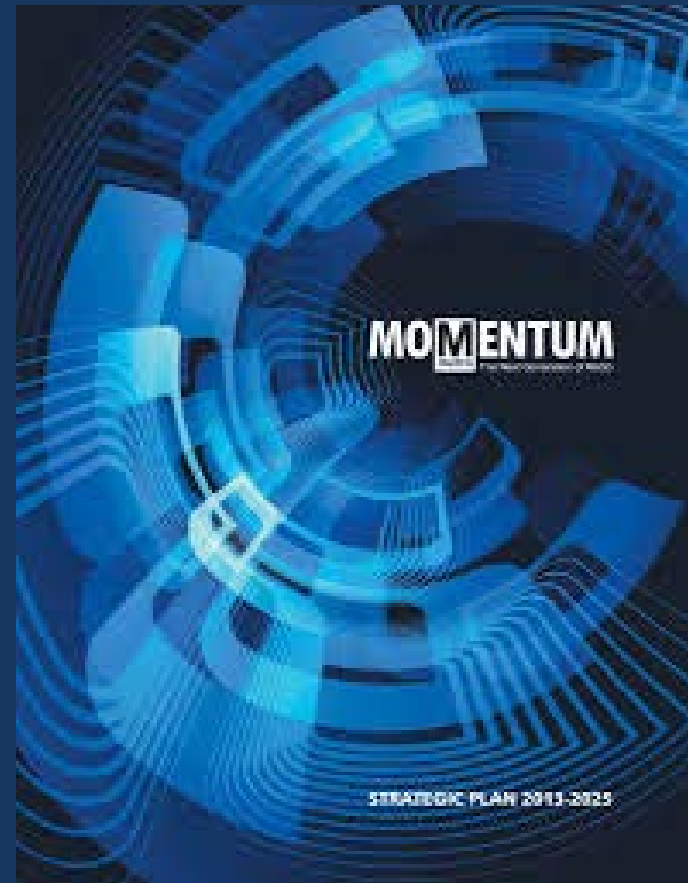


Washington Metropolitan Area Transit Authority

Momentum

Transportation Planning Board

November 18, 2015





December 8, 2011

Ms. Catherine Hodgins
Chair, Board of Directors
Washington Metropolitan Area Transit Authority
600 Fifth Street, NW
Washington, DC 20001

Dear Chairman Hodgins:

Thank you for your ongoing efforts and cooperation in support of WMATA. Over the past year, the Board of Directors has worked diligently to undertake an impressive self-review and we commend you for the leadership you have demonstrated. As Chair, your efforts along with Governance Committee Chair Hynes and the other Board members were instrumental in the development of the Board's first-ever Bylaws and initiation of WMATA's strategic plan. With your guidance and management skills, the Board has moved into a new chapter, one of improved regional collaboration, cooperation and focus on high-level policy.

We applaud the Board's action to eliminate the practice of annual, jurisdictional rotation of the Chair position. We believe that a multi-year Chair term provides greater stability and leadership to the Board. Furthermore, we recognize that you have demonstrated the regional focus that is necessary for this leadership position. To that end we encourage you to continue on in a second term as the Chair of the WMATA Board of Directors and we further support the Board in regional collaboration, cooperation and focus on high-level policy.

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SUBJECT: STRATEGIC FRAMEWORK

**2012-32
RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE**

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, The Board of Directors has engaged in a strategic planning effort for the first time in more than a decade; and

WHEREAS, Over the course of this past year, the Board of Directors has worked on an array of strategic issues such as understanding transportation challenges in the 21st century, the Washington region's growth trends, the region's comprehensive plan (Region Forward) and Metro's role in the region; and

WHEREAS, The Board of Directors has heard from a broad cross section of national and regional experts during a series of discussions, presentations and workshops and has sought input from key stakeholder groups and the General Manager/Chief Executive Officer and his Executive Leadership Team; and

GAO

United States Government Accountability Office
Report to Congressional Requesters

June 2011

**PUBLIC
TRANSPORTATION**

**Washington Metro
Could Benefit from
Clarified Board Roles
and Responsibilities,
Improved Strategic
Planning**



GAO

Accountability • Integrity • Reliability

GAO-11-660

C. Engage in Strategic Regional Leadership

1. Create and adopt a budget, the fare structure, service levels, and a business plan, which shall be regularly updated.
2. Develop, adopt and monitor a Strategic Plan whose priorities and targets are linked to performance measures, with consideration of stakeholder input and organizational assessments, and include them in an annual report to customers and stakeholders.
3. Provide for a structured budget process developed in consultation with jurisdictional funding partners, including key milestones in the process for coordination and input.
4. Adopt and review key performance and service standards to provide policy guidance regarding the quantity and quality of service.
5. Convene, as needed from time to time, a meeting with regional leaders to discuss transportation matters of regional significance.



Why Metro Needs a Strategic Plan

- Establish organizational, budget, administrative, and operations decision-making discipline
- Allow WMATA to pro-actively head off future challenges
- Encourage joint problem-solving for this multi-jurisdictional, multi-modal transit Authority
- **A Board-adopted plan is a *minimum requirement* for qualifying for all Federal and some local capital funding**



Momentum Framework

Vision ----- Metro moves the region forward by connecting communities and improving mobility for our customers.

Mission ----- Metro provides safe, equitable, reliable and cost-effective public transit.





Realities that Inform *Momentum*



WMATA's "Core Capacity" Problem

Legacy of a Hub and Spoke System



- "Sector Zero"
- 29 stations
- 80% of all peak trips use the core
- 50% of all daily trips begin or end in core
- 30% of all daily trips transfer in the core

Queue from previous train

Next train arrives

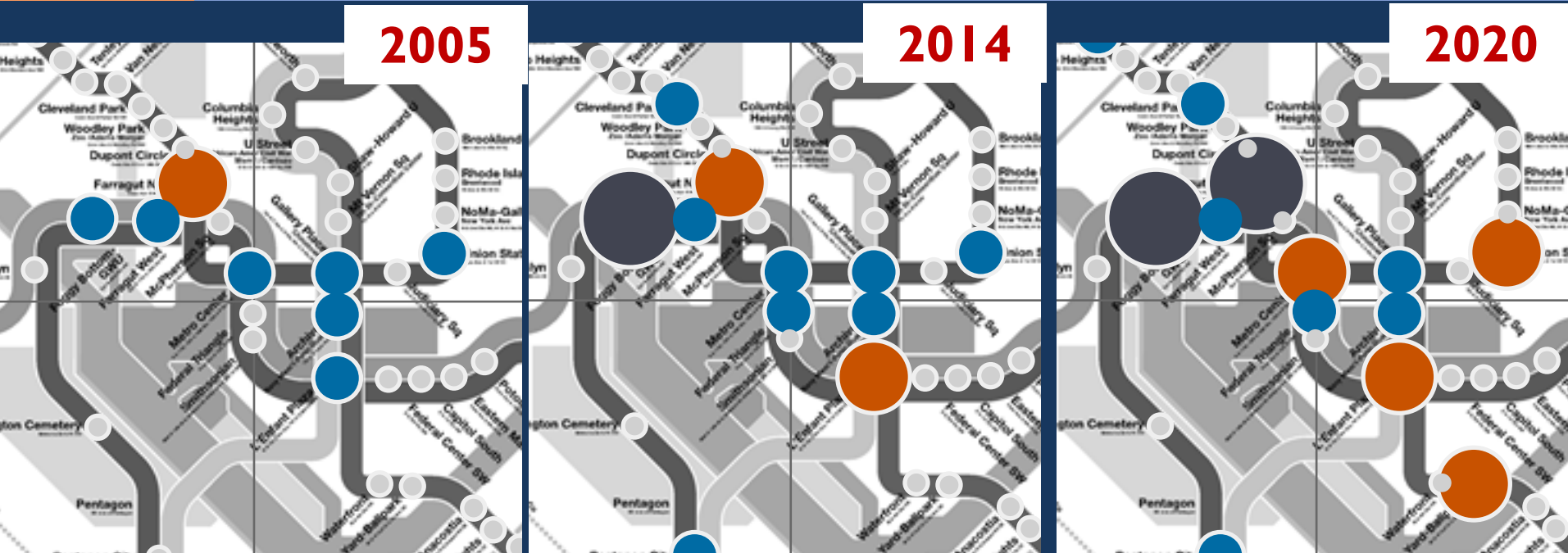
Why is our ability to clear a platform important?

Safety and Reliability

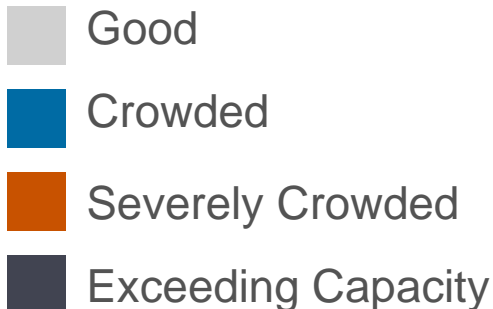


WMATA's Core Capacity Problem

Issues Existed as early as 2005



Vertical Circulation Condition



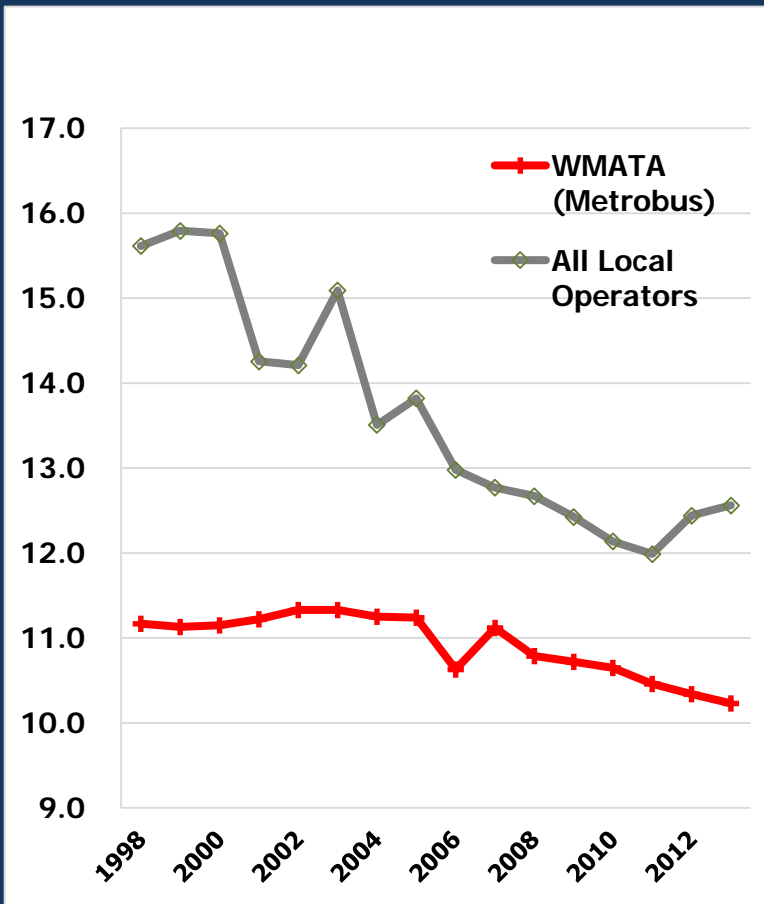
- Peak hour station crowding has worsened since 2005
- Known projects in development pipeline will further overcrowd many core stations



Metrobus – Prisoner of Congestion

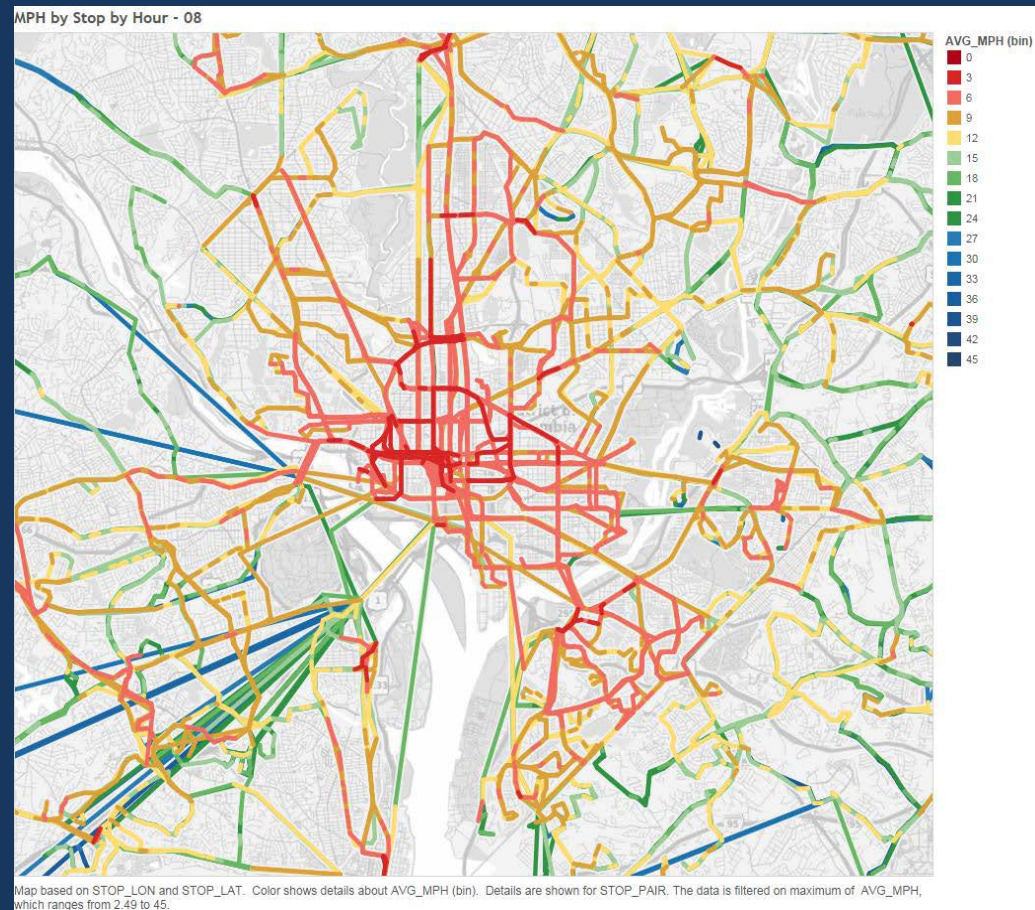
Taking the Bus can be Slower than Walking

Average Operating Speed (Miles per Hour)



Data: National transit database

Metrobus Peak Hour Operating Speed (8am-9am)





Physical Constraints of System

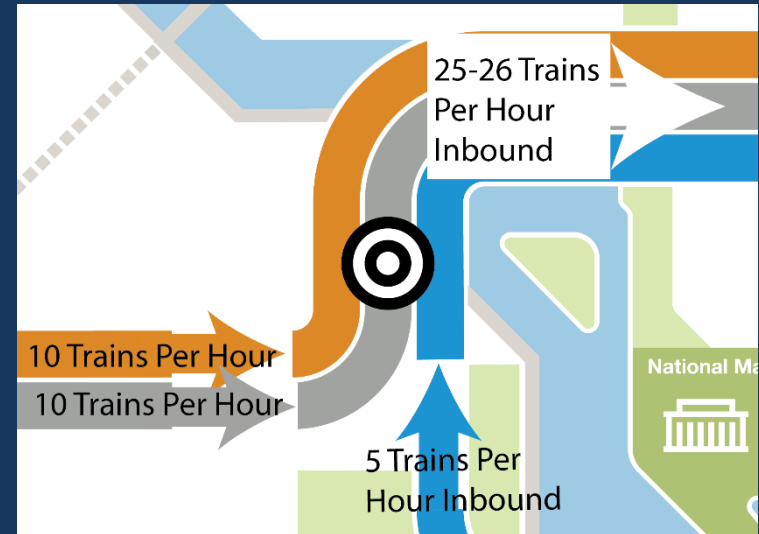
Rail Infrastructure Hitting Design Limitations

System Constraint – 26 TPH

- Interlining creates complexity
- Silver Line and System Expansion

Why It Matters

- System is out of train slots per hour
- Any changes (expansion, delays, sick passenger) snowball across system
- Demand is dynamic; service level is static



Service Status		
RD	Red Line	On Time
OR	Orange Line	Delay
SV	Silver Line	Delay
BL	Blue Line	Delay
YL	Yellow Line	On Time
GR	Green Line	On Time



Solutions Proposed in *Momentum*
2013-2025



Momentum Delivers Metro 2025



Longest possible trains to address core capacity

More cars + power improvements and maintenance facilities to operate all 8-car trains during rush hours



Improved flow through major stations

More escalators, stairs and mezzanine space added at transfer stations to move customers safely and quickly through core



More reliable, faster bus service

Bus-only lanes along major corridors, additional limited-stop and express service, and more buses will speed bus service



Momentum Delivers Metro 2025



More timely, reliable customer information

Better communications in stations, in vehicles, and for regional transit trip planning and payment, on WMATA or any regional transit system



Improve reliability of rail system

New connections will increase rail slots in the system to manage recent expansion as well as provide system flexibility for service changes



Fix the Rosslyn Portal

New track connections or a new station at Rosslyn will allow for Silver, Orange, and Blue to all operate a peak throughputs again.



Solutions Proposed in Momentum

Move More People, Quickly and Safely, to Unclog Core

Core
Capacity
Crunch
Impacts
Safety and
Reliability

Solution
#1

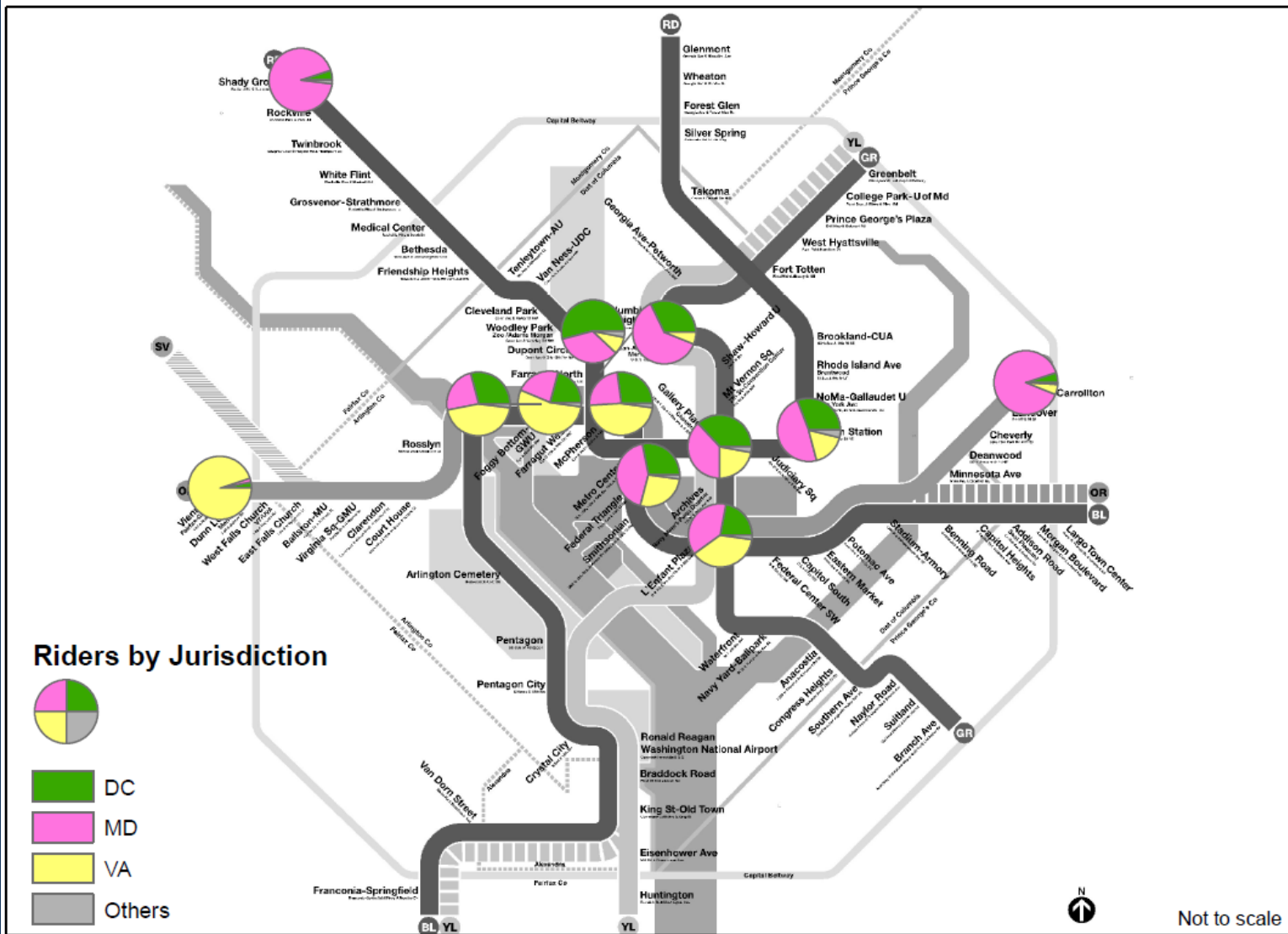
Longer
Trains to
Provide
More
Doors/Hour

Solution
#2

Enhance
Stations to
Move More
People



Solutions Proposed in Momentum Stations in Need of Additional Capacity Right Now



Not to scale



Solutions Proposed in Momentum

Infrastructure Enhancements to Add Flexibility

Fix the Rosslyn Portal

- New reality - SV, BL, OR cannot share a portal
- Add train slots to rail system

New Turnback Locations

- West of Rosslyn
- D&G junction east of Stadium Armory





Solutions Proposed in Momentum

Complete the Metrobus Priority Corridor Network

24 bus corridors

- Half of all Metrobus riders

Service Improvements

- Focus on service, transit operations, customer information, vehicles, fare payment, safety, facilities, and traffic operations

Corridor Plans

- Framework for integrated service and capital investments
- New MetroExtra routes
- Improved performance for all routes in the corridors.





Broad Regional Support

- 15,000+ Individuals
- Civic/Advocacy Groups
- Jurisdictional/Public Officials
- Business Community
- Planning Community
- Momentum Champions

